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# OPERATIONAL PLANNING GUIDELINES

DECEMBER, 1982



Ministry  
of the  
Environment

Hon. Keith C. Norton, Q.C.,  
Minister

Gérard J. M. Raymond  
Deputy Minister

17603

**MINISTRY OF THE ENVIRONMENT**

**OPERATIONAL PLANNING GUIDELINES**

**DECEMBER, 1982**

**Policy and Planning Branch**

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## INTRODUCTION

This document describes the major steps, organizational responsibilities and timing of the Ministry's Operational Planning Process. The process follows a 12 month cycle, commencing in April with a report on the outlook for the following fiscal year, and ending in March with a final report on the Ministry's business plan and detailed budget. Implementation of this business plan then begins.

In-year processes for expenditure and manpower control, and for periodically making adjustments in priorities and resources allocations, take effect with the implementation but are not discussed in this document.

These guidelines have been developed on the assumption of a "normal planning year. The actual timing of a number of events must, in fact, be flexible in order to adjust to the timing of the Central Agencies. There is considerable variation from year to year in the dates that targets and instructions are received by the Ministry.

The Operational Planning Process is designed in concert with the Strategic Planning Process and the Policy Development Process. Both the information available from these processes and the timing of the various events of the processes must be consistent.

The relationship to the Strategic Planning Process is shown in Figure 1.

Figure 1.

RELATIONSHIP BETWEEN THE STRATEGIC PLANNING PROCESS AND THE  
OPERATIONAL PLANNING PROCESS

STRATEGIC PLANNING PROCESS:

STEP 1. IDENTIFICATION OF POTENTIAL ISSUES	STEP 2. DEVELOPMENT OF PRIORITIES AND OBJECTIVES	STEP 3. DETERMINATION OF COURSES OF ACTION	STEP 4. FINALIZATION OF CORPORATE STRATEGIC PLAN
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From  
STEP 3.E      From  
                STEP 4.C

OPERATIONAL  
PLANNING PROCESS:

To  
STEP 2.C      To  
                STEP 4.C

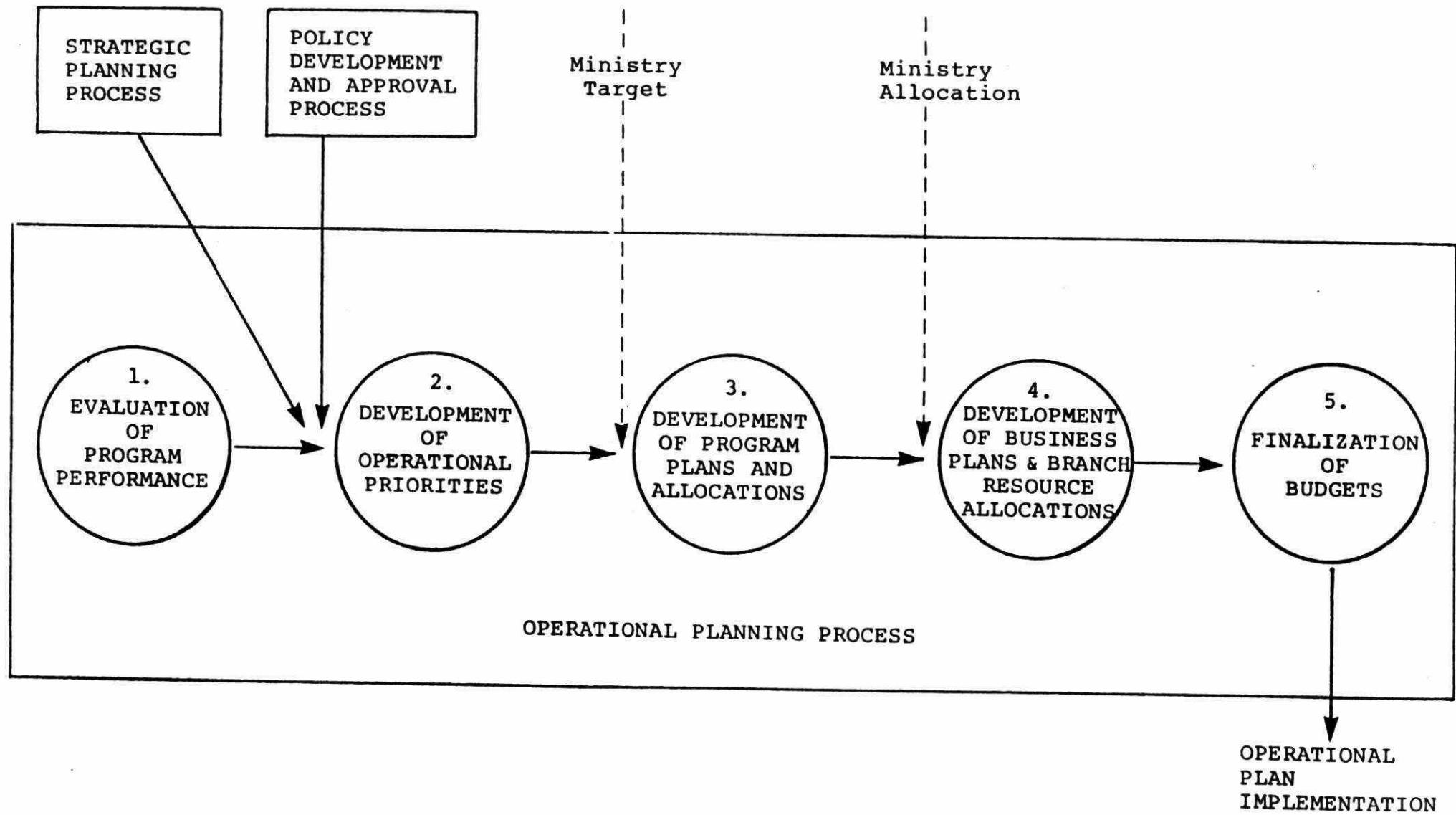
STEP 1. EVALUATION OF PROGRAM PERFORMANCE	STEP 2. DEVELOP- MENT OF OPERA- TIONAL PRIORITIES	STEP 3. DEVELOP- MENT OF PROGRAM PLANS AND ALLOCATION	STEP 4. DEVELOPMENT OF BUSINESS PLANS AND BRANCH RESOURCE ALLOCATIONS	STEP 5. FINALIZATION OF BUDGETS
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April      May      June      July      Aug.      Sept.      Oct.      Nov.      Dec.      Jan.      Feb.      March

## OPERATIONAL PLANNING PROCESS

Figure 2.

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STEP 1.    EVALUATION OF PROGRAM PERFORMANCE

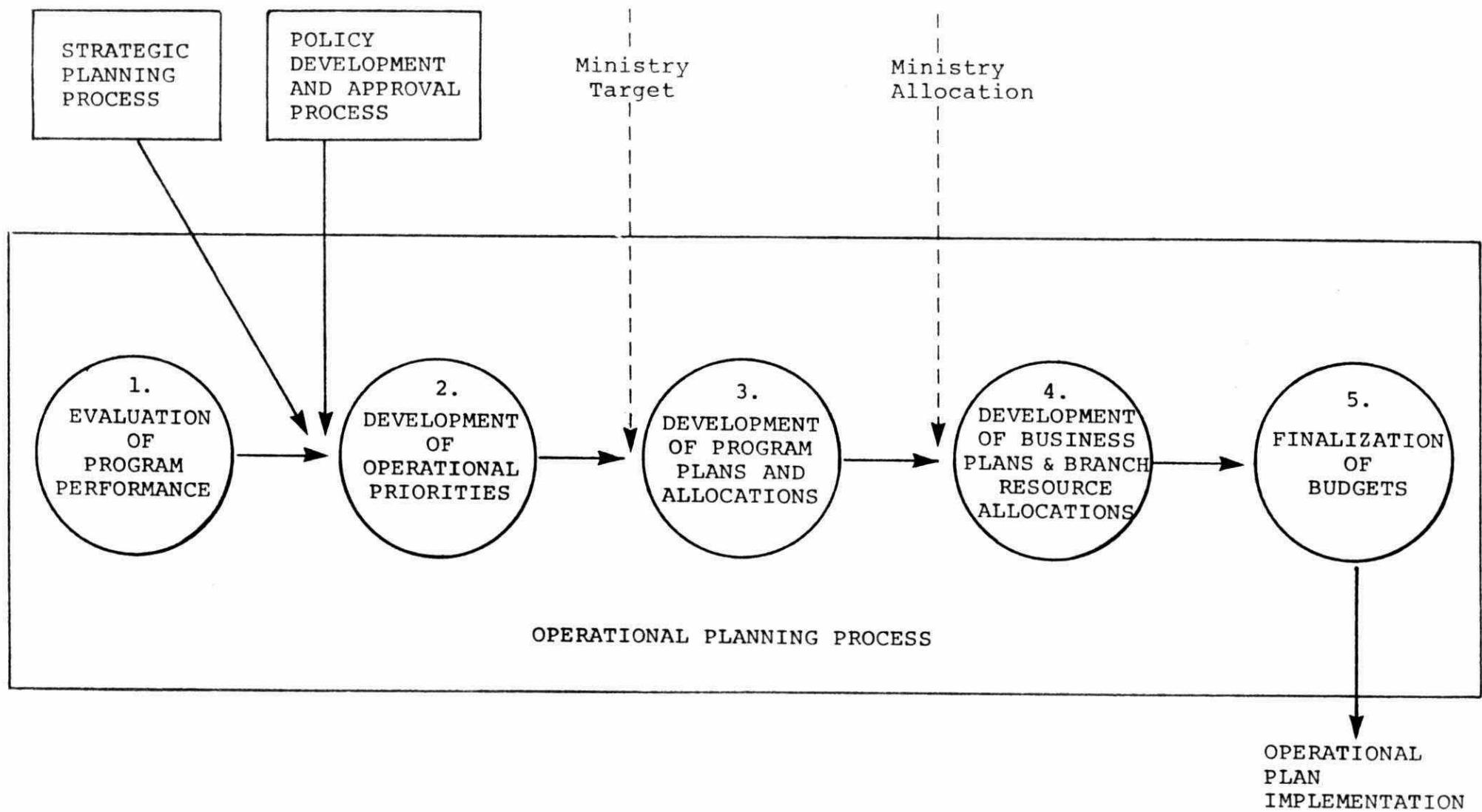
*In the first Step of the Operational Planning Process, information is collected on results achieved in the previous year, results expected for the current year, and results forecast for the upcoming year. These are reviewed by the Executive Committee.*

	<u>Time</u>	<u>Event</u>	<u>Responsibility</u>	<u>Result</u>
1.A	April	Prepare document summarizing major decisions on priorities, plans and the future outlook for use in the operational planning cycle.	Policy and Planning Branch	Report for Division Heads, Branches
1.B	April	Request year-end Management-by-Results information. Request results projected for the current year and results forecast for the upcoming year at the corporate level consistent with approved planning assumptions.	Policy and Planning Branch	
1.C	June	Complete preparation of M.B.R. information.	Branches	Submission to Policy and Planning Branch
1.D	June	Assess and consolidate Year-end M.B.R. information and prepare Year-end Corporate Abstract.	Policy and Planning Branch	Report to Executive Committee
1.E	June	Approve Year-end M.B.R. Report and Abstract.	Executive Committee	

	<u>Time</u>	<u>Event</u>	<u>Responsibility</u>	<u>Result</u>
1.F	June	Transmit Year-end M.B.R. Abstract to Management Board.	Deputy Minister	Ministry Report
1.G	July	Summarize information on corporate program performance expectations.	Policy and Planning Branch	
END PRODUCT OF STEP 1. :		Information for the Executive Committee to assess the past and expected performance of major programs and overall environmental quality. This information is to be incorporated with the end products of Step 3, Strategic Planning Process and the Policy Development and Approval Process.		

Figure 3.

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STEP 2. DEVELOPMENT OF OPERATIONAL PRIORITIES

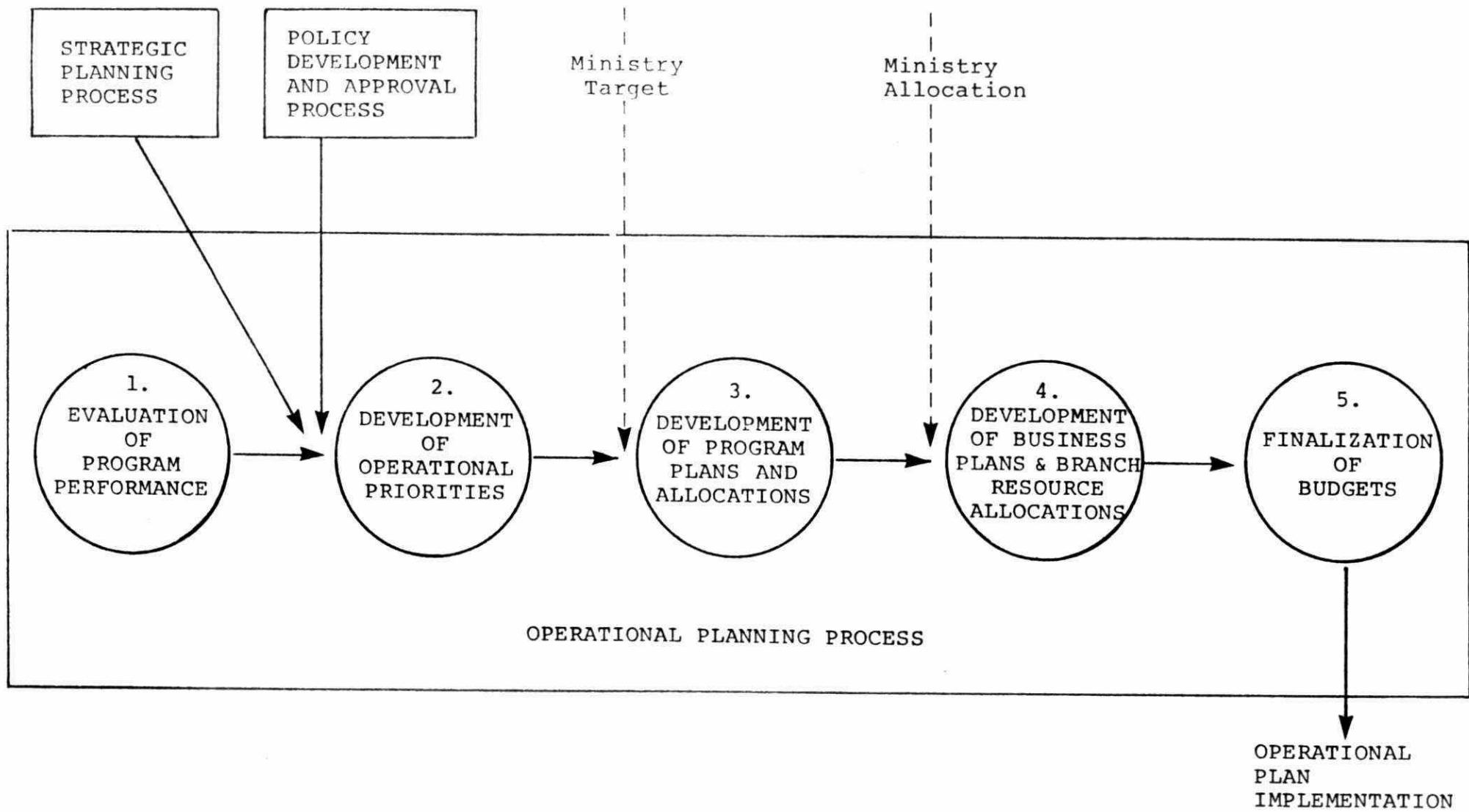
*In this Step, broad priorities and plans for the upcoming year are established so as to be prepared to assess the implications of various Central Agency funding "Targets".*

	<u>Time</u>	<u>Event</u>	<u>Responsibility</u>	<u>Result</u>
2.A	August	Identify Divisional resource pressure points and operational priorities.	Branches and Divisions	Divisional Report to Policy and Planning Branch
2.B	August	Summarize resource needs related to approved policies.	Policy and Planning Branch	
2.C	August	Consolidate information from Step 2.A and 2.B with resources requirements identified in Step 3.D of the Strategic Planning Process.	Policy and Planning Branch	Report to Executive Committee
2.D	August	Establish initial program performance objectives and allocations; set operational priorities on these.	Executive Committee	Notification to Branches and Program Managers of priorities.

END PRODUCT OF STEP 2. : Adequate information for the Executive Committee to assess the implications of the funding target when it is received in Step 3.

Figure 4.

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STEP 3. DEVELOPMENT OF PROGRAM PLANS AND ALLOCATIONS

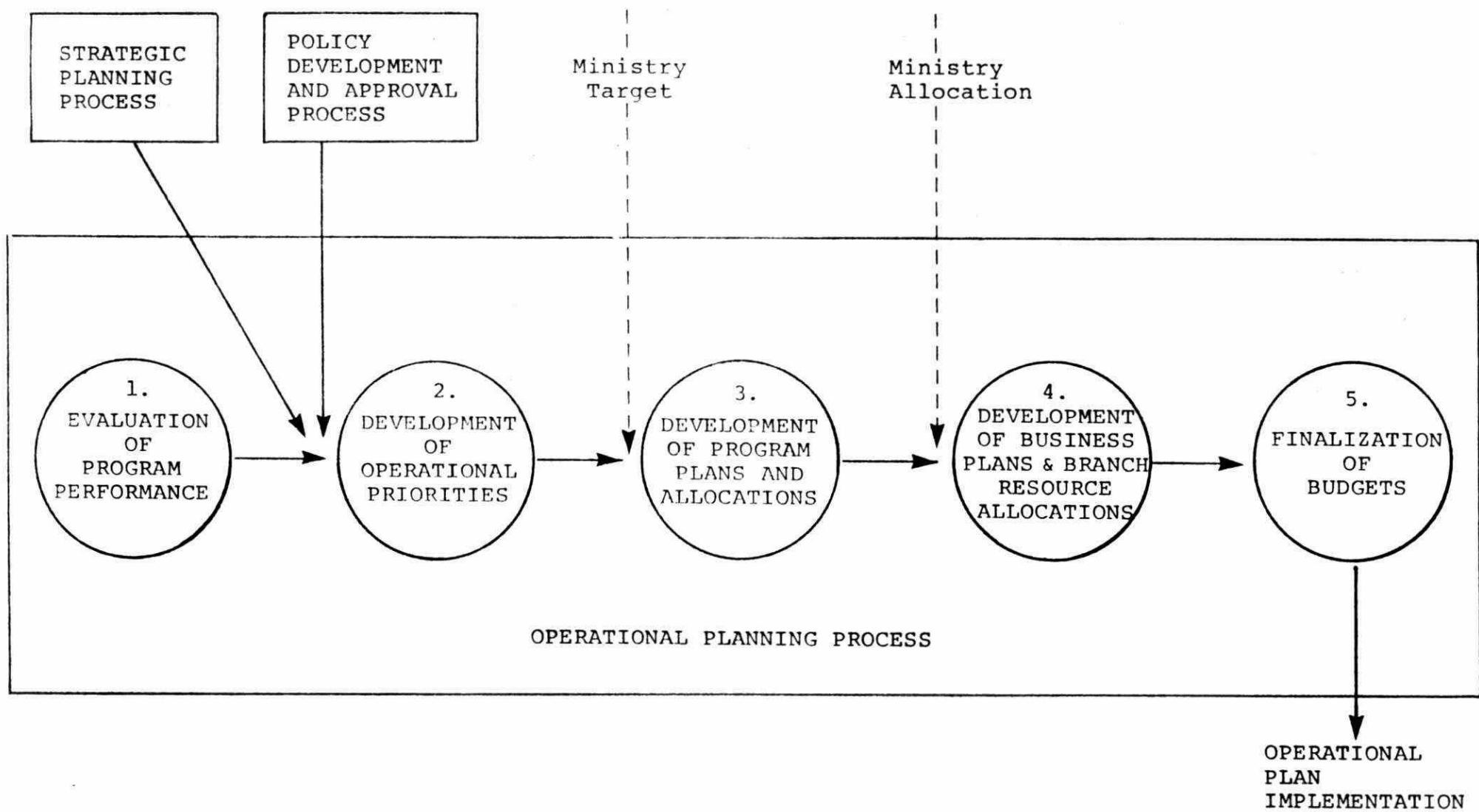
*With information available on the implications of various levels of funding from Step 2, negotiations take place under this Step with the Central Agencies on the Ministry's program needs and funding allocation for the next year. The major program and funding additions or reductions are determined.*

	<u>Time</u>	<u>Event</u>	<u>Responsibility</u>	<u>Results</u>
3.A	September	Initial target received from Central Agencies.		
3.B	September	Evaluation of target implications.	Policy and Planning Branch	Report to Executive Committee
3.C	September	Negotiation of target with Central Agencies.	Executive Committee	Possible inclusion of additional funding for specified issues
* September		Final decisions on program and funding additions or reductions.	Executive Committee	Notification to Branches

END PRODUCT OF STEP 3. : Final decisions on program and funding additions or reductions, in order to be able to develop work plans and budgets.

Figure 5.

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STEP 4. DEVELOPMENT OF BUSINESS PLANS AND BRANCH RESOURCE ALLOCATIONS

*In this Step the Ministry's final allocation is approved and operational plans are developed.*

*These plans are approved by the Executive Committee, and the Estimates are submitted to Management Board.*

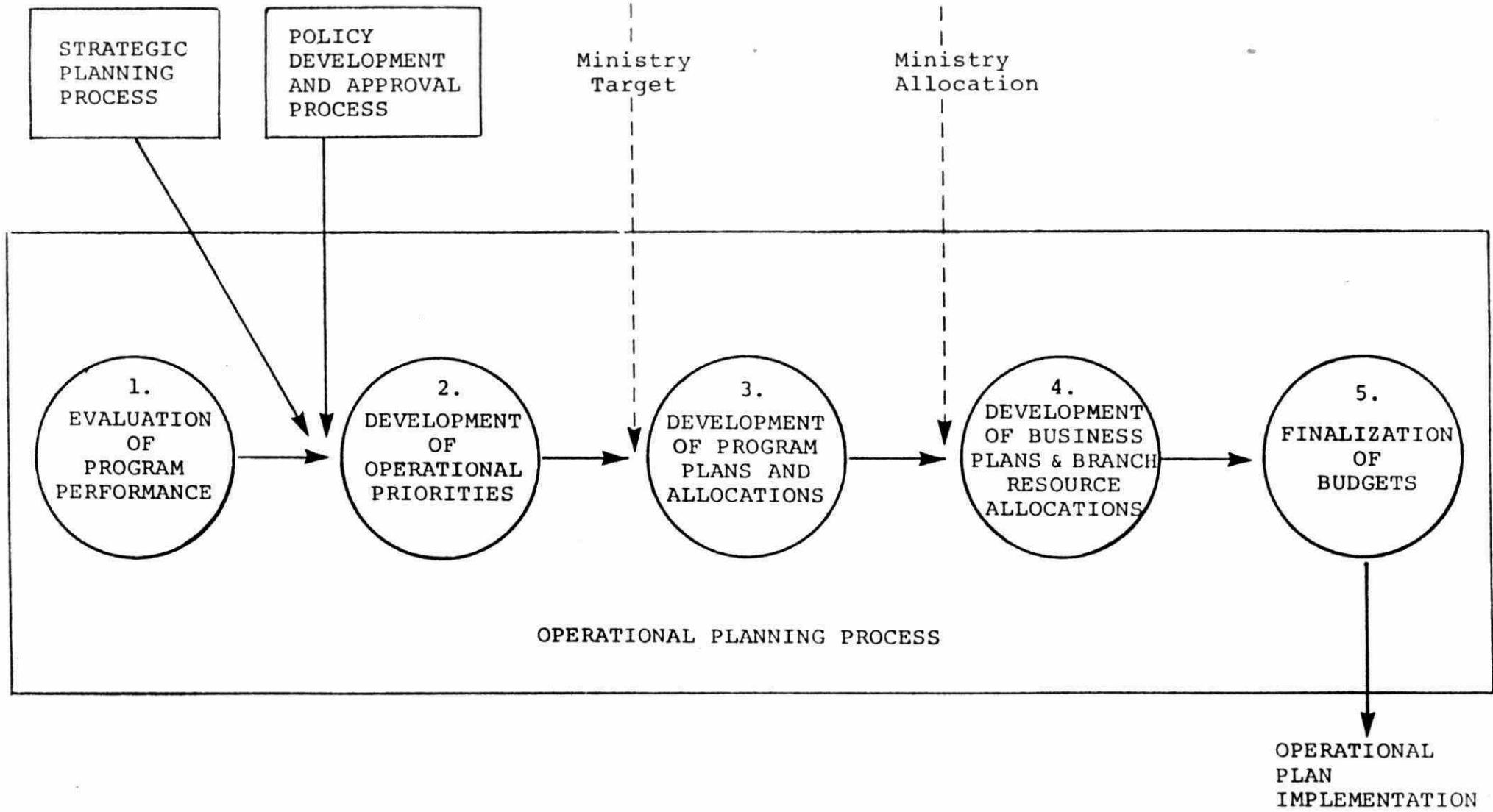
	<u>Time</u>	<u>Event</u>	<u>Responsibility</u>	<u>Result</u>
4.A	October	Final Allocation and Estimates instructions received from Management Board.		
4.B	October	Determine final program allocations and performance objectives, within Ministry allocation.	Executive Committee	Confirmation of Ministry plans
4.C	October	Issue planning guidelines for the development of branch business plans, performance objectives and program allocations.	Policy and Planning Branch	Information to Branches and Program Managers via Division Heads
4.D	October	Develop branch business plans.	Branches and Division Heads	Presentation to Management Committee
4.E	October	Update corporate and program level M.B.R. plans (projected actuals and proposed results).	Branches	Submission to Policy and Planning Branch

	<u>Time</u>	<u>Event</u>	<u>Responsibility</u>	<u>Result</u>
4.F	November	Produce Ministry corporate and program level M.B.R. report.	Policy and Planning Branch	Report to Executive Committee
4.G	November	Approve corporate and program level M.B.R. plans.	Executive Committee	
4.H	November	Develop Ministry Estimates Submission in Program/Activity format.	Policy and Planning Branch	Report to Executive Committee
4.I	November	Develop M.B.R. Abstracts Submission.	Policy and Planning Branch	Report to Executive Committee
4.J	December	Approval of submissions	Executive Committee	Estimates submission to Management Board

END PRODUCT OF STEP 4. : Documentation of approved plans and resource allocations.

Figure 6.

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STEP 5. FINALIZATION OF BUDGETS

*In this Step, the Ministry's Estimates submission is approved by Management Board. The financial resources are then allocated according to the government's standard classification of accounts and calendarized in accordance with the annual business plans.*

	<u>Time</u>	<u>Event</u>	<u>Responsibility</u>	<u>Result</u>
5.A	January	Estimates submission approved by Management Board.		Information to Branches
5.B	January	Issue instructions concerning the development of detailed organizational budgets.	Policy and Planning Branch	
5.C	February	Finalize Branch Business Plans and budgets.	Branches and Program Managers	Submissions to Division Heads and Policy and Planning Branch
5.D	February	Table final Branch Business Plans with Management Committee.	Branches and Program Managers	Confirmation of final Plans.

	<u>Time</u>	<u>Event</u>	<u>Responsibility</u>	<u>Result</u>
5.E	March	Prepare consolidated Ministry Business Plan and budget documents.	Policy and Planning Branch	Submission to Executive Committee
5.F	March	Approve Ministry Business Plan and budget documents.	Deputy Minister	Distribution of documents for implementation of the Operational Plan
5.G	April	Prepare document summarizing major decisions on priorities, plans and the future outlook for use in the Operational Planning Cycle.	Policy and Planning Branch	Report to Division Heads, Branches

END PRODUCE OF STEP 5. : Documentation of plans and budgets for implementation.